



Motorsports – Driving Innovation

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01 | We are racers



We race to the chequered flag
We race to the next race
We race to the next season



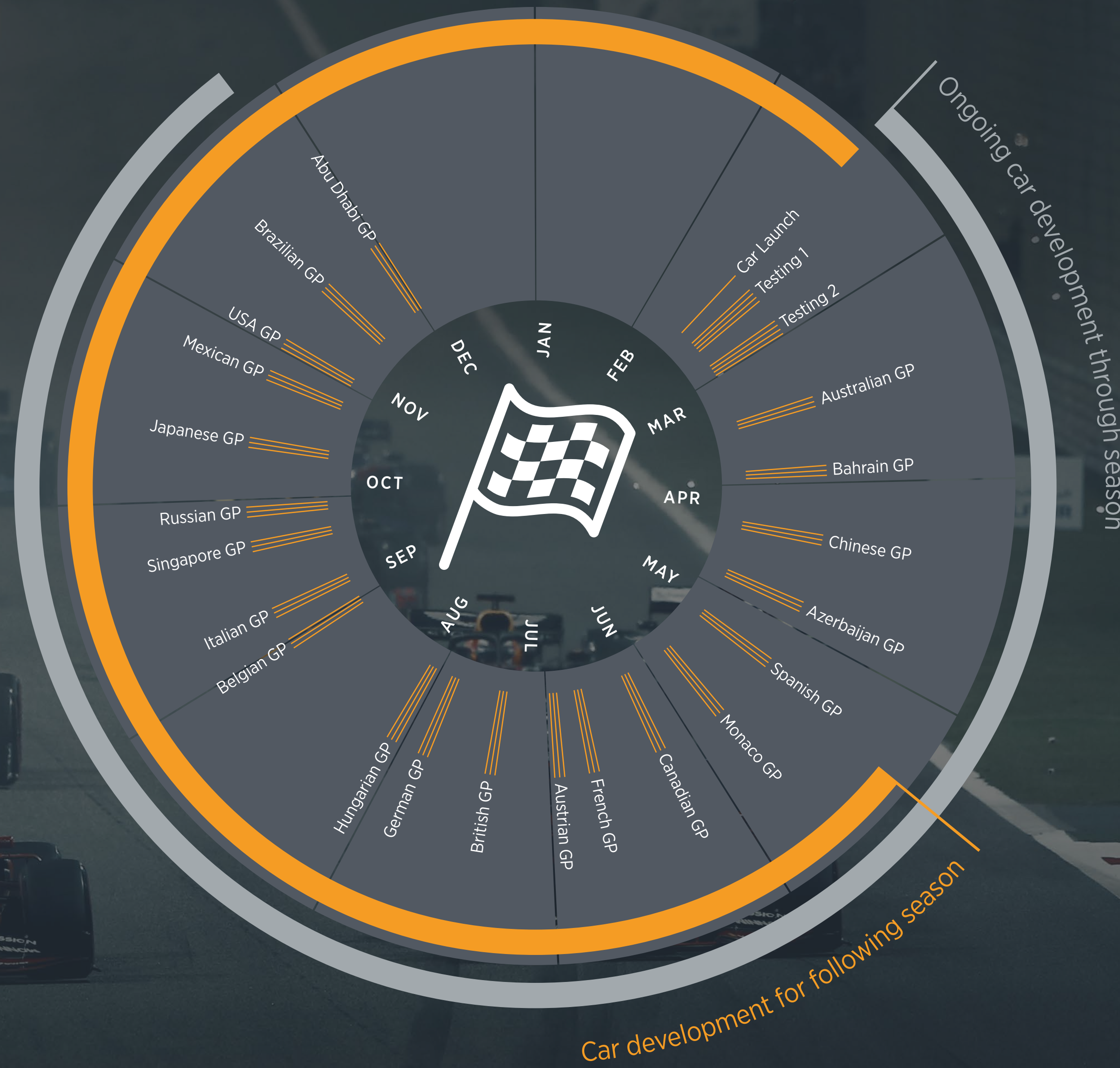


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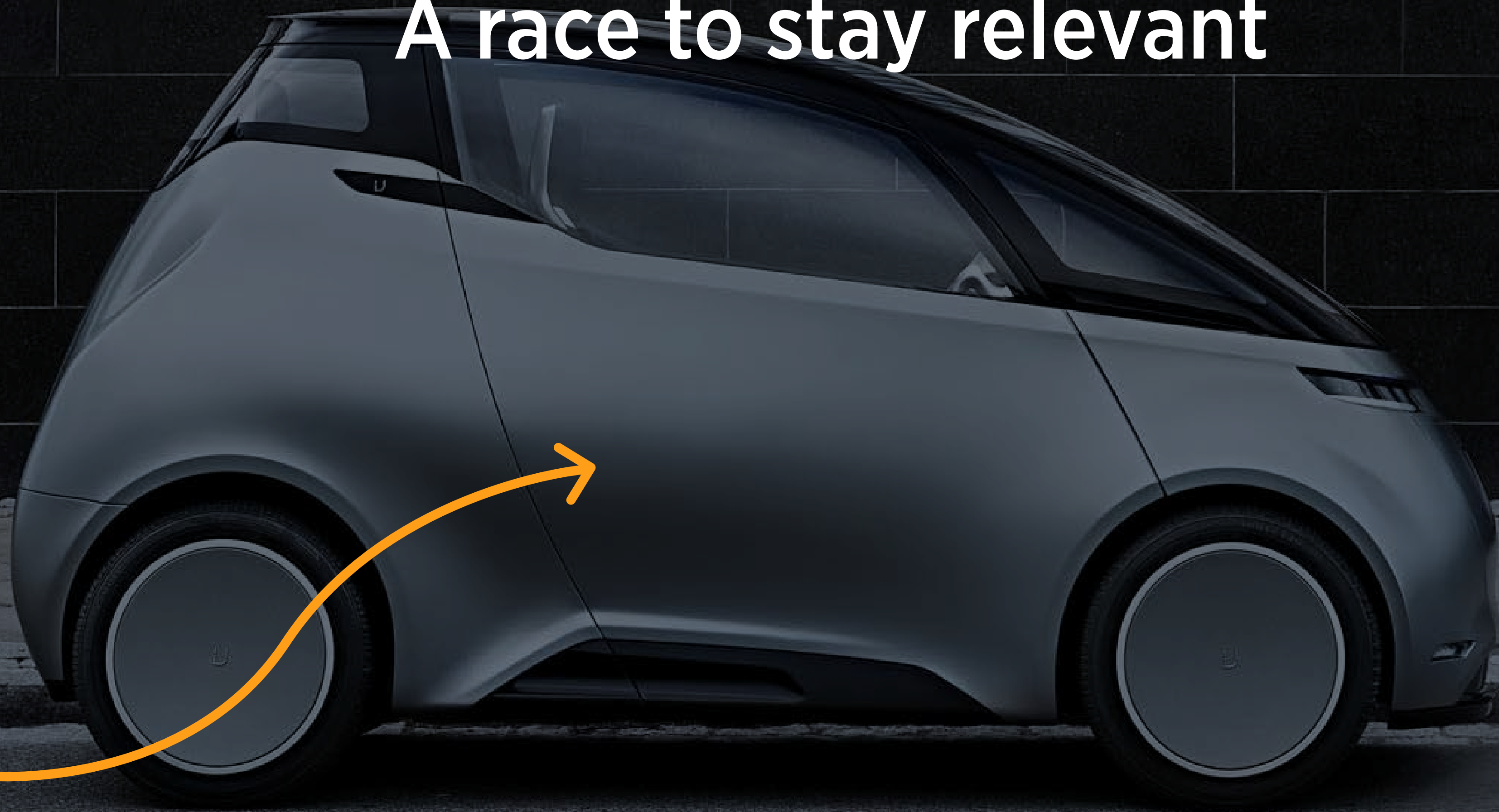
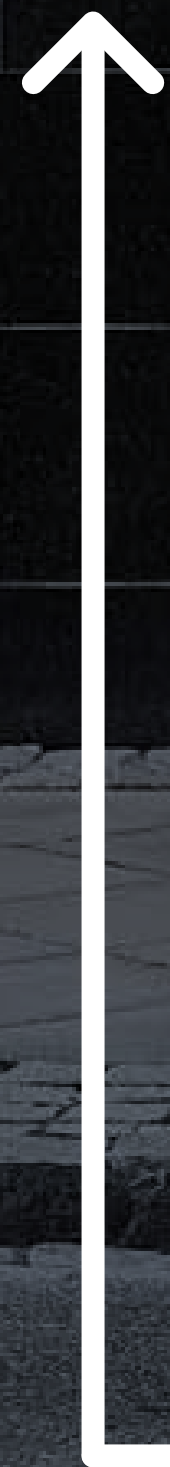


02 | We are all in a race



A race to stay relevant

ADVANTAGE



TIME





A race for next break-through



TIME



A race to protect the future





03 | Keeping pace with the world



Where is the world going?



GROWTH OF
ELECTRIFICATION



DECLINE IN
PRIVATE CAR USE



INCREASING CONNECTIVITY
OF VEHICLES



Growth of Electrification

- How can we improve the sustainability of battery production, maintenance and disposal?
- How will we manage spike demand?
- How will energy be produced, distributed and stored?



Decline in Private Car Use

- What different modes of transport will emerge as we 'unbundle' the dominance of the car?
- How will the car change as we access a more diverse and coexisting range of mobility solutions?
- How do we ensure and improve the inclusivity and accessibility of transportation for all?



Increasing Connectivity of Vehicles

- Who and how will we use the data from a connected vehicle that probes into the infrastructure of our environments and communities?
- Who will own the data, and how will this impact ownership models of the vehicles?
- Who is responsible and liable when things go wrong?



04 | How do you get ahead?

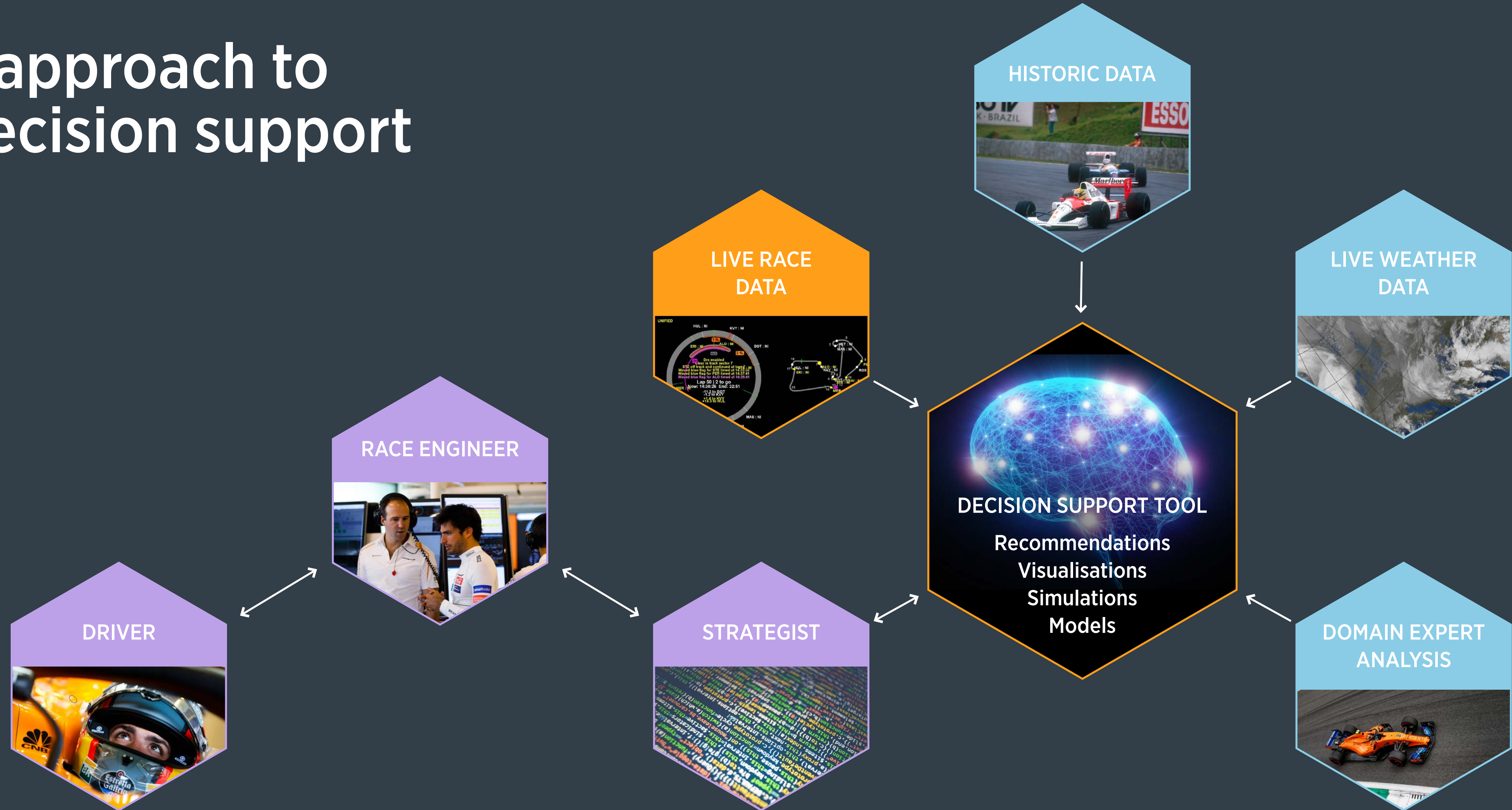


A motorsport approach





Our approach to F1 decision support





McLaren Automotive – product development process



Fresh approach from the outset – motorsport heritage

No pre-conceptions, limited budget, limited time

Utilisation of F1-derived virtual engineering tools, eg vehicle simulator, HiL, SiL, DiL

Example case: McLaren P1 – fully virtual concept

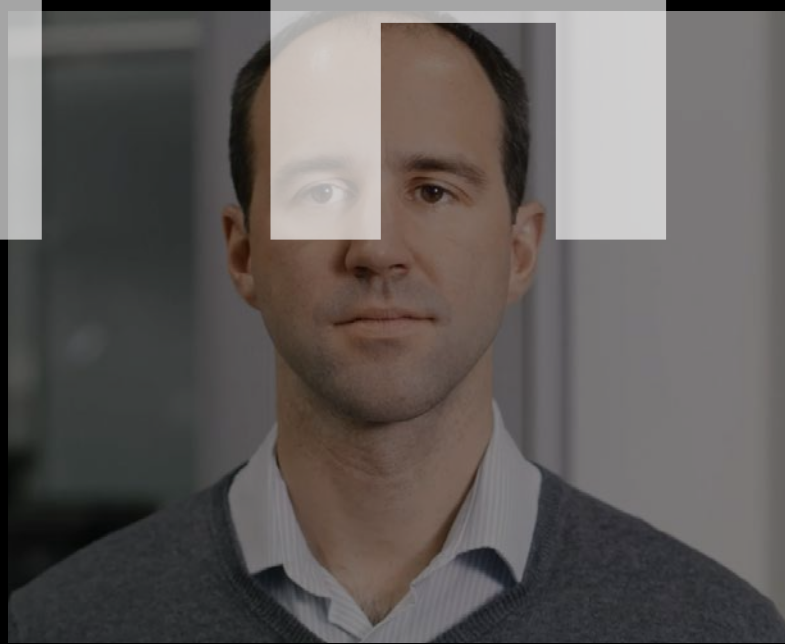
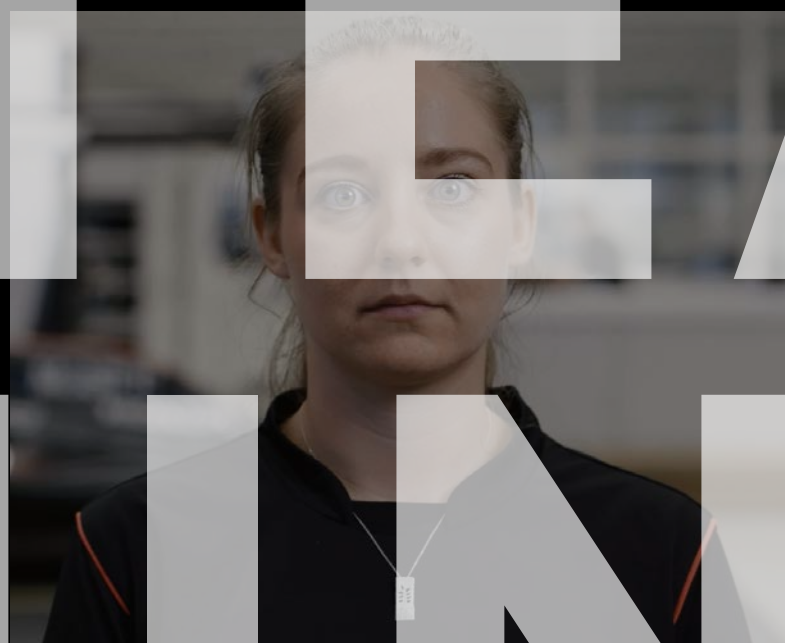
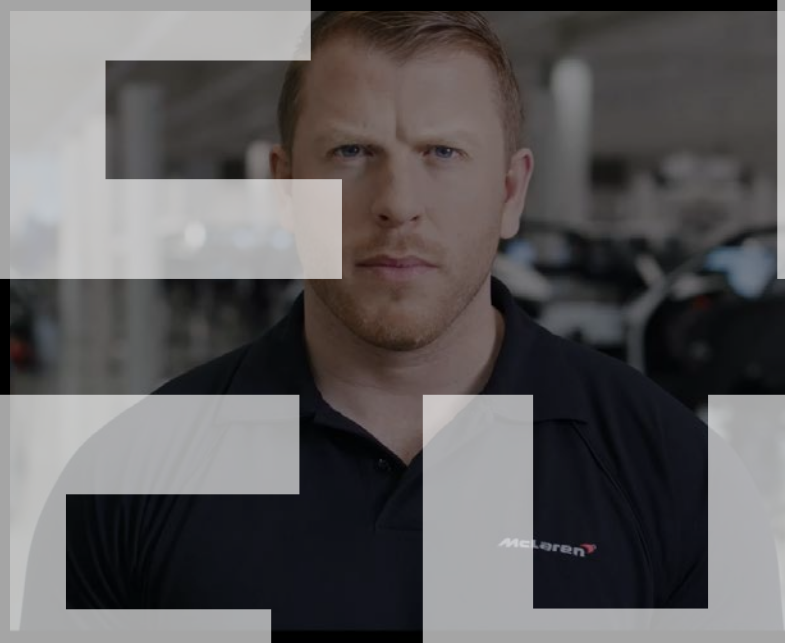
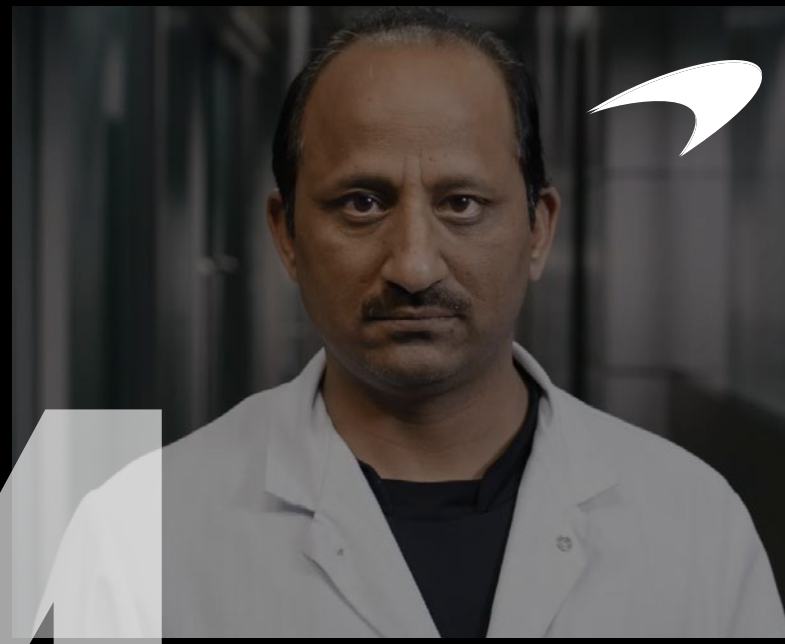
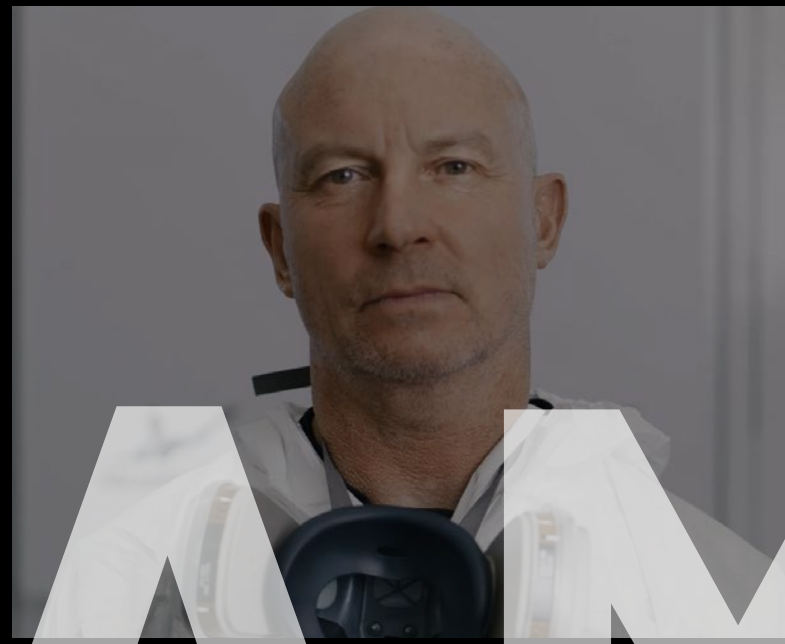
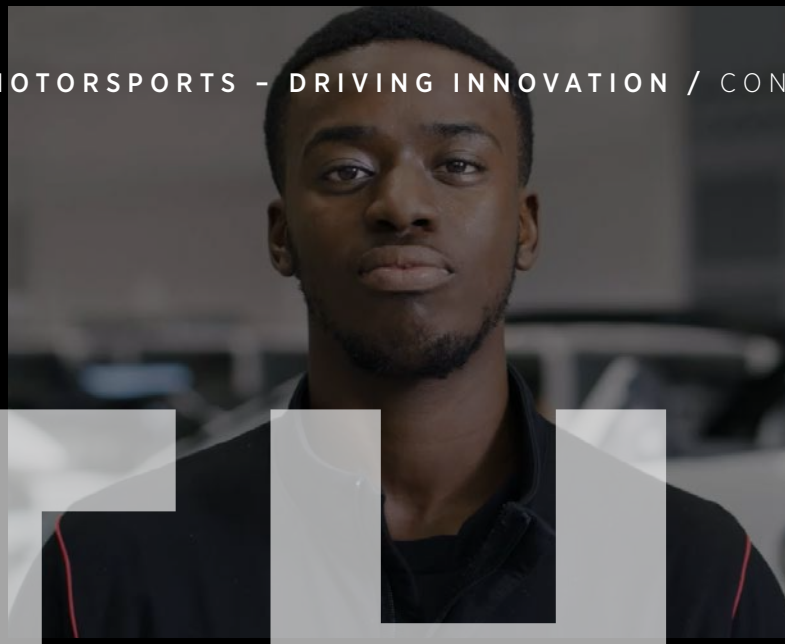
Key question – does this approach scale?

24 months





THE TEAM BEHIND THE TEAM



McLaren 